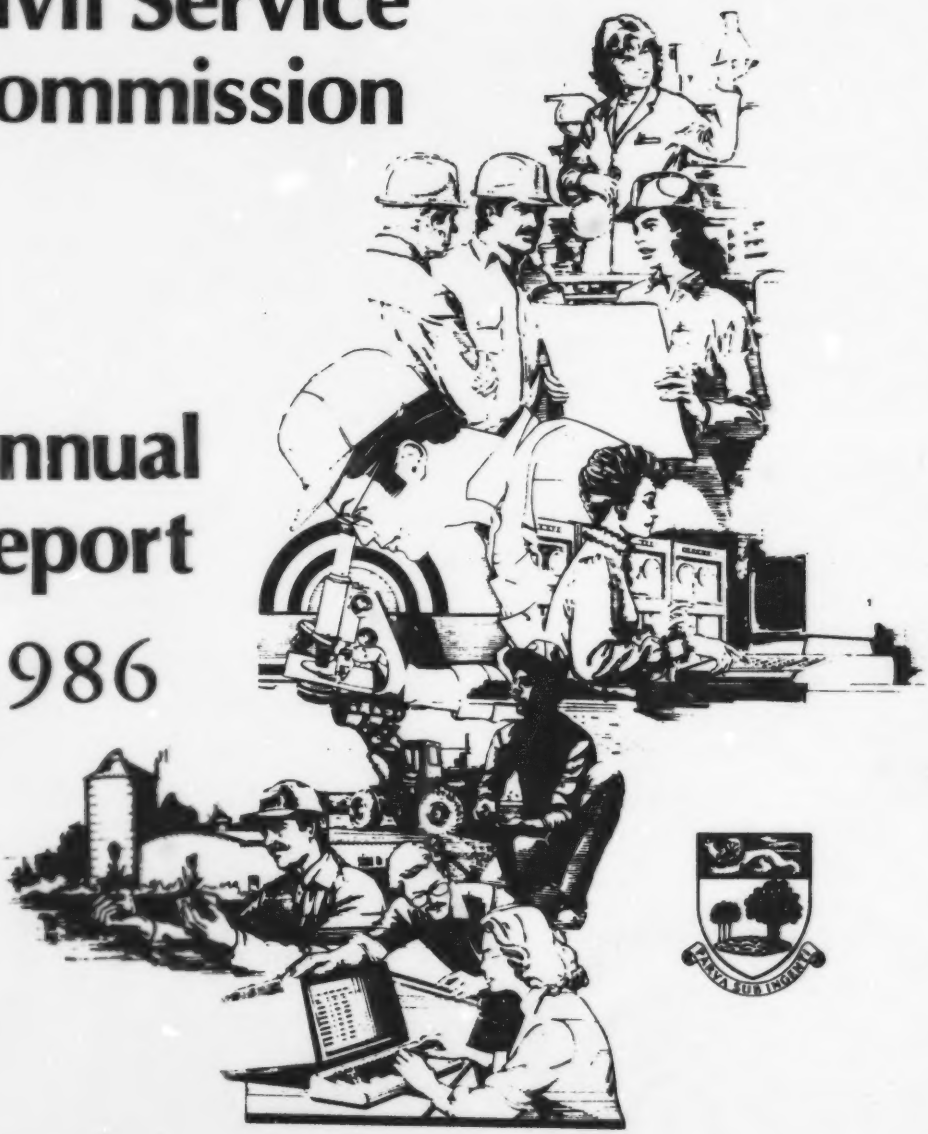
Civil Service Commission



Annual Report

1986

87-03516/

ANNUAL REPORT

OF THE

CIVIL SERVICE COMMISSION

OF THE

PROVINCE

OF

PRINCE EDWARD ISLAND

FOR

1986

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The Honourable Lloyd G. MacPhail
Lieutenant Governor of Prince Edward Island

Dear Sir:

I have the honour to transmit the Annual Report of the Civil Service Commission of Prince Edward Island for the year ending December 31, 1986.

Respectfully submitted,

Gilbert R. Clements

Gilbert R. Clements
Minister Responsible for the Civil Service Act

The Honourable Gilbert R. Clements
Minister Responsible for the Civil Service Act
Province of Prince Edward Island
Charlottetown
Prince Edward Island

Dear Sir:

We have the honour to present to you the Annual Report of the Civil Service Commission for the year ending December 31, 1986. The report contains detailed information about the programs and activities undertaken by the Commission during the past year, as well as an analysis of the Provincial Civil Service.

Respectfully submitted,

D G MacCormac

Don G. MacCormac
Chairman

E. June Hicken
Commissioner

Kenneth A. Walker
Commissioner

REPORT
of the
PRINCE EDWARD ISLAND
CIVIL SERVICE COMMISSION

This report covers the activities of the Civil Service Commission and its staff during the period of January 1, 1986 to December 31, 1986. It is submitted pursuant to Section 4(1)(f) of the *Civil Service Act*.

CHAIRMAN'S MESSAGE

The Annual Report of the Civil Service Commission outlines our major activities and achievements during 1986. It also provides a detailed analysis of the workforce of the Provincial Government.

The Commission's mandate is to administer the Civil Service Act. This act provides that the Commission shall:

- appoint employees to the classified division.
- establish and maintain a classification plan.
- advise respecting personnel policies and procedures, on request.

The Commission also:

- provides training and educational programs for employees.
- advises and assists departments and agencies in the conduct of personnel administration.
- provides management advisory services including manpower planning and organizational studies.
- carries out research on compensation and working conditions provided by other employers.

The goal of the Commission is to provide corporate leadership and direction in human resource management so that the government may achieve its objectives through an effective and committed work force.

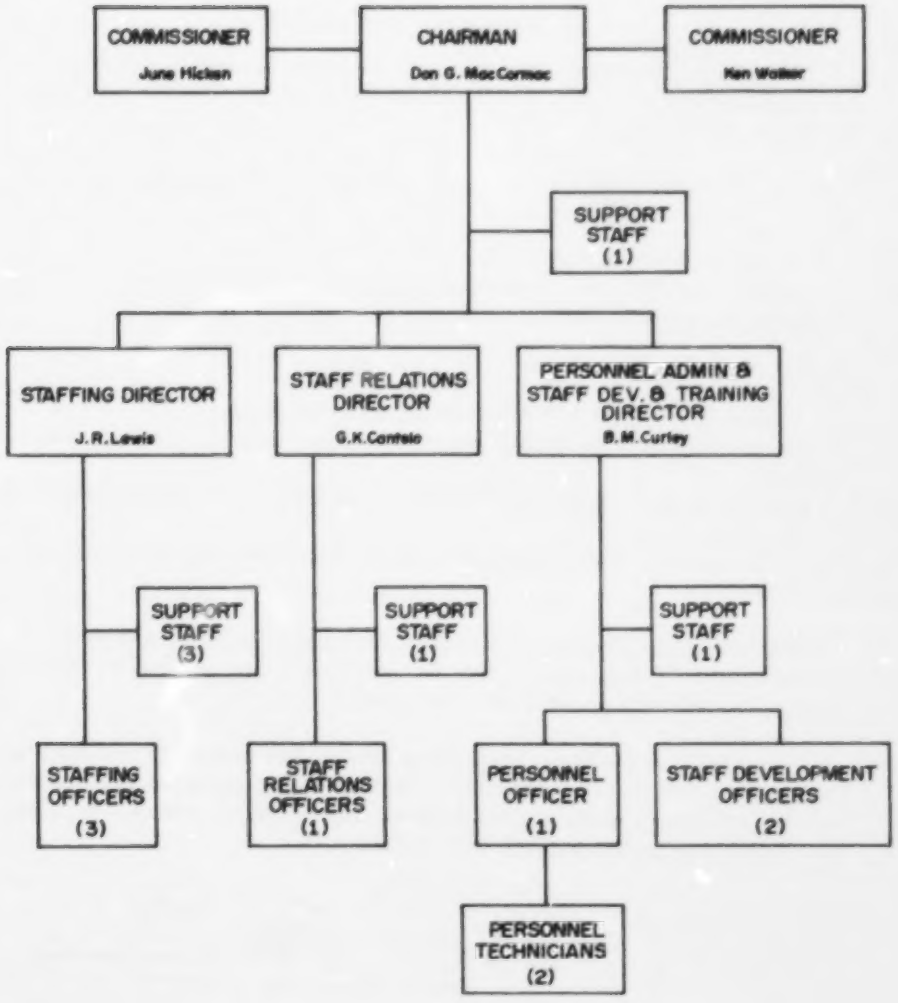
I would like to thank my fellow commissioners and each of the dedicated and hard working staff of the Commission for making 1986 a successful and productive year. As well, special thanks is given to all employees of government whose cooperation and assistance made our task more manageable.

D G MacCormac

Don G. MacCormac
Chairman

CIVIL SERVICE COMMISSION

Organization Chart



December 1986

THE CIVIL SERVICE COMMISSION

The Civil Service Commission, consists of a full-time Chairman and two part-time Commissioners appointed pursuant to the Civil Service Act. The Chairman is the Chief Executive Officer. Through its staff of personnel specialists and support employees the Commission is responsible for:

1. Staffing the Civil Service. (Recruitment, selection, placement, transfer, and promotion.)
2. Providing Training and Development programs for employees in the Civil Service.
3. Developing and maintaining a Classification Plan as a basis for equitable compensation of employees performing the same kind or level of work.
4. Ensuring the equitable treatment of employees by monitoring the interpretation and administration of the Civil Service Act, Regulations, and Collective Agreement.

The Commission works to ensure that appointments to or from within the Civil Service are made in keeping with the merit principle and the Act. Procedures have been established to ensure that citizens have a reasonable opportunity to obtain employment at all levels of the civil service while affording employees an opportunity to obtain promotions and pursue a career within the civil service.

REPORT HIGHLIGHTS

3,826 employees on payroll. (2948 classified).
Take Off the Summer (TOTS) Program a success.
Cost of Injuries-on-duty exceed $1 million.
5,500 apply for civil service positions; 2,100 interviewed; 374 hired.
16 people apply (on average) for each job vacancy.
16% of employees are employed in part-time positions.
57% of civil service employees are female.
45% of civil servants earn less than $20,000.
Pay Equity study initiated.
Only 3% of civil servants are under age 25.
Over 1,000 employees participate in 3,000 days of training.

STATISTICS AT A GLANCE . . .

	Full-Time	Part-Time	Total
Employees on Payroll:			
Executive Division	45	-	45
Classified Division	2481	467	2948
Casual Division			
Temporary	507	33	540
Relief	218	46	264
Contract	29	-	29
Total Employees			3826
Separations from the Classified Service			170
Turnover Rate in the Classified Service			5.8%
Appointments to Classified Positions			287
Employee Transfers			14
Secondments			17
Classification Reviews:			
a) By the Commission			344
b) By the Classification Appeal Board			17
Staff Development and Training:			
a) Participant Training Days			3484
b) In-Service Courses			138
Salary increases (average)			4%
Employees Enrolled in Deferred Salary Plan			18
Injury-On-Duty Claims			178

COMMISSION COMMENTARY

Prince Edward Island continues to have a very competent civil service. One of the main objectives of the Commission is to ensure that this situation continues. Through our staffing, classification, and training efforts, we strive to develop and maintain a government work force of which all Islanders can be proud.

PERSONNEL ADMINISTRATION

The Commission is generally satisfied with the practice of personnel administration within the civil service. Departments and Agencies are complying with the provisions of the Civil Service Act and its Regulations, and generally are providing sound human resource management.

STAFFING

Interest in securing employment in the civil service continues to be high. Over 5,500 people submitted applications this year; 374 candidates were appointed to positions. Thus, for every person hired, 15 were unsuccessful in finding employment. This situation places a great strain on employees of the Staffing Branch who must cope with many frustrated applicants.

STAFF TRAINING

Our Staff Development & Training Branch provided the opportunity for over 1,000 employees to acquire new skills or develop their present capabilities. We believe that Staff Development is important and must be adequately funded if Government is to continue to operate efficiently and effectively.

SALARIES

The average salary for a full-time classified employee is:

	1984	1985	1986
Male	$26,383	$27,303	$28,683
Female	$20,318	$21,338	$22,406
Average (All Employees)	N/A	$24,245	$25,412
Female Salaries As % of Male Salaries	77%	78%	78%

The fact that 16 percent of classified employees work on a part-time basis means that 45 percent of all employees earn less than $20,000 per year, and 65 percent earn less than $25,000. (See Appendix "C" for details.)

MALE/FEMALE EMPLOYMENT

Appendix "E" provides a profile of the civil service by male and female in various categories of employment. While female employees represent 57 percent of the civil service workforce, they are overly concentrated in the Administrative Support Category (89 percent) and under-represented in the Technical Category (18 percent).

An analysis of the past three years shows that there has been no significant change in this situation:

	Percentage Female		
Category	1984	1985	1986
Administrative	33.8%	34.0%	35.0%
Administrative Support	87.6%	88.0%	89.0%
Operational	55.9%	50.0%	57.0%
Professional	62.9%	63.0%	65.0%
Technical	17.9%	18.0%	18.0%

Appendix "G" shows Male/Female employment in each department and agency.

INJURY-ON-DUTY

For several years the Commission has commented on the escalating costs of work-related injuries. Appendix "H" provides an analysis of injury claims during the past year, and shows another major escalation in costs.

A more-telling picture is shown by a comparison of the past 5 years:

	1982	1983	1984	1985	1986
Injury on Duty Claims	182	165	184	150	178
Days Claimed	2,053	2,192	3,089	2,541	3,969
Costs	$323,000	$330,000	$465,000	$734,000	$1,081,000

It should be noted that, under the terms of the Collective Agreement, the employer reimburses the employee for the difference between the employee's regular salary and his/her entitlement from workers' compensation, for a maximum period of nine months. The cost of this salary continuation is *not* included in the figures shown above.

The human suffering and escalating costs involved in work-related injuries clearly is an area of concern, as is the possibility of abuses of the system.

While the Commission does not have a mandate to deal with this issue, we believe that a comprehensive study should be conducted to recommend action steps to reduce the frequency and severity of accidents at the workplace.

EMPLOYEE BENEFIT PLANS

Last year's report called for a review of benefit plans relating to sickness and accidents. We were particularly concerned over possible abuses and duplication of coverage between Sick Leave, Long-Term Disability Insurance, and Workers' Compensation.

There has been a steady increase in the number of claims under the Long-Term Disability Plan: 40 in 1984, 53 in 1985, and 71 in 1986.

The Commission again urges that a comprehensive study be carried out soon and remedial action taken.

AGING OF THE CIVIL SERVICE

Lack of movement in and out of the civil service has resulted in an increase in the age of the workforce. The median age is now 40. Employees aged under 25 represent only 3% of all employees, compared to 24% in the Prince Edward Island workforce. (See Appendix "B")

This situation represents a downward trend:

	1984	1985	1986
Age Under 25	4.5%	3.6%	3.1%
Age Under 35	35.8%	33.0%	31.5%

It would appear that this situation is due to a low turnover rate, and a shortage of trainee positions wherein young, inexperienced workers can join the civil service.

SMOKING IN THE WORKPLACE

Complaints have been received from employees who are bothered by and concerned about the presence of second-hand smoke at their work area.

Some work units have made arrangments so that those who wish to smoke may do so in a location where it doesn't affect other employees. However, it is becoming evident that a policy on smoking at the workplace is necessary.

The Commission offered a Stop-Smoking course for 44 employees last year. This training was rather successful since the majority of participants quit smoking as a result of the course. A survey six months later showed 52% were still not smoking, and one year later 39% were not smoking.

EMPLOYMENT FOR THE DISABLED

Special measures have been taken to actively recruit and place disabled candidates in employment, with the overall objective of increasing the number of employable disabled individuals in the civil service.

Special Recruitment: The Commission attempts to recruit employable disabled candidates for job vacancies, and the candidates compete in the normal manner for classified positions for which they are qualified.

Special Placement: The Commission tries to fill some temporary jobs by offering "term" appointments to employable disabled persons who lack the experience to successfully compete for permanent positions. Candidates can be hired for up to two years to acquire experience and training, and to demonstrate their capabilities. During their "term" employment, the candidates compete in the normal process for permanent positions in which they are interested and qualified.

An inventory of employable disabled candidates seeking employment is maintained by accepting applications from disabled candidates and by referrals from agencies who assist the disabled.

While *fourteen* candidates were hired under Special Placement in 1986, the Commission is not satisfied with the results of this program. Increased efforts and cooperation are required from all involved in the hiring process if disabled people are to obtain their fair share of employment opportunities.

In an effort to enhance this program, the Commission conducted a Job Entry Training Program for the Disabled which was funded by Canada Employment and Immigration.

CAREER MOBILITY

Last year's report noted that as a result of budget restraint, restrictions on program growth and low turnover, many employees were experiencing "career blockages" due to a lack of promotional opportunities. Often these employees become stagnant, lack enthusiasm and may simply give up trying to advance their careers. Appendix "D" provides a profile of the employees by length of service; it is noted that 15 employees have more than 35 years service.

In an effort to alleviate this situation, the Commission offers a number of programs designed to increase employee mobility:

- Deferred Salary Plan
- Secondment
- Temporary Assignment Program
- Long-Term Leave of Absence

This year, another innovative approach was taken by offering employees the opportunity to take the summer off. This idea proved to be very popular with civil servants, and prompted a lot of inquiries and publicity from across Canada.

Take Off The Summer (TOTS)

The purpose of the program, offered on a pilot basis this year, was to allow employees to take extended leave during the summer, without pay. This would result in job rotation opportunities for other staff, and summer jobs for students and others.

41 employees (40 female, 1 male) took advantage of the program, with an average leave of 5 weeks (in addition to normal vacation). Besides providing a break for the employees, 37 summer jobs were created and an estimated $30,000 in payroll and benefit costs was saved.

The program was so well received by employees and supervisors that the Commission has recommended that it become an on-going program.

Deferred Salary Plan

This plan provides permanent employees with the opportunity of taking a one-year leave of absence with part pay, by spreading four years' salary over a five year period. In the first four years of the Plan, employees are paid 80 percent of their regular salary; this remaining 20 percent plus interest earned is paid to employees during the year of leave.

The Plan was initiated in 1985, and *18* employees are currently enrolled.

Since application for the plan must be made well in advance, departments are able to plan for replacement staff by means of temporary assignments or job rotation within the work unit.

Employees have a variety of reasons for requesting leave, from spending more time with a young family, to pursuing educational opportunities for career enhancement.

Secondment

Secondment is the temporary transfer of an employee for a specific period of time into another job. Such a transfer may be within a department, between departments, or with outside organizations; it is used to obtain specific expertise, or to provide a mechanism for employees to obtain different work experience.

Seventeen secondments were approved during 1986.

Temporary Assignment Program

The Temporary Assignment Program is a voluntary program of temporary work assignments for civil servants desirous of furthering their careers.

Objectives of the program are:

* To provide employees with an opportunity to experience a variety of work, develop skills and utilize untapped abilities.
* To enable employees to explore new career paths.
* To create a pool of employees available to assume priority assignments.

Assignments vary in length from 3 to 12 months and may be used to handle a temporary increase in workload, to complete a special project, or to replace a regular employee on extended leave. *Sixteen* employees were assigned under this program in 1986.

Long Term Leave Of Absence

Last year the Commission relaxed the criteria for granting long-term leave, so now an employee may be granted a leave of absence without pay for a variety of reasons.

This leave may be granted when operational requirements permit but it must have the approval of the employing authority and the Commission, and may not exceed 24 months cumulative leave throughout the employee's service.

Each year, more employees take advantage of the opportunity for long-term leave.

STAFF RELATIONS BRANCH

It is a Commission responsibility to classify all positions in the civil service, and to maintain a classification plan for these positions. This ensures that positions having similar duties and levels of responsibility are assigned to the same classification, so that compensation can be based on the relative value of the work performed.

The Commission issued decisions on the classification level of 344 existing positions. Of these, 19 were downgraded to a lower classification, 230 were confirmed at their present level and 94 were upgraded. Currently under study are 170 social service positions in the Departments of Health & Social Services and Justice.

A total of 103 proposed new positions were classified prior to being submitted to Treasury Board for creation. These included positions formerly under the Community Association for Residential Services.

The Commission reviews the classification level of each vacant position before staffing procedures take place. The employer submits an up-dated job description, and the classification is verified prior to the position being filled.

A classification study was conducted on behalf of the three county Addiction Agencies, which have 107 positions. A classification structure was recommended which more closely reflected their organization structures and programs. Eight positions were also reviewed for the Prince Edward Island Development Agency.

The Commission continues its policy of assisting small, non-profit agencies by providing advice on classification and pay matters.

CLASSIFICATION APPEALS

The Civil Service Act Regulations provide for a Classification Appeal Board to hear appeals against decisions of the Commission regarding the classification of positions. Either the Deputy Head or the permanent employee may appeal. The Board procedure is to hear evidence from the employee, the Deputy Head's representative, and the Commission. It then issues a decision which is binding on all parties.

During the year the Board heard seventeen appeals. Seven of these were granted in favour of the appellant; the Commission's decision was upheld in nine appeals, and the Board lowered the classification of one position.

The terms of appointment for Lois Thompson, Ella MacLeod, and Thane Doyle expired this year, and new members were appointed by the Lieutenant-Governor-in-Council. The Commission recognizes the valuable contribution these persons have made to the classification process, and the civil service is indebted to all the members of the Board who carry out their responsibilities with integrity. The present composition of the Board is shown in Appendix "I".

COMPENSATION

Pay Research

The Commission maintains a comprehensive library of compensation information by participating in the exchange of information and data with other provinces and the federal government. This information is used in preparation for negotiations on behalf of the Government.

At the request of the Expenditure Review Committee, the Commission conducted a survey of private sector employers' pay rates across the province and compared them to the rates for similar occupations in the civil service.

Collective Bargaining

The Government signed a two-year Collective Agreement with the Union of Public Sector Employees which provided salary increases of 4.2 percent effective April 1, 1986, and 4 percent effective April 1, 1987.

Pay Equity Study

In October, the Government appointed a committee to advise on how to implement a system of equal pay for work of equal value. The committee is to examine models and initiatives in other jurisdictions, assess the local situation, consult the people directly affected, and recommend policies.

The Commission submitted a brief to the Pay Equity Committee.

STAFFING BRANCH

The Staffing Branch is responsible for filling job vacancies in accordance with the Civil Service Act and the merit principle. Working closely with departmental personnel, the Branch advertises competitions within and outside the Civil Service and assesses candidates against position requirements through personal interviews and examinations as required.

Promotions

Additional emphasis in 1986 was placed on providing promotional opportunities for civil servants through "In-Service" competitions. Approximately 45 percent of all competitions advertised were "In-Service". This resulted in 42 employees receiving promotions, and another 28 part-time employees were appointed to full-time positions.

Temporary Assignment Program

The Branch is responsible for the administration of the Temporary Assignment Program whereby employees are given the opportunity to develop new job skills through a temporary job change. Employees usually receive their regular salary while on assignment, and *sixteen* employees received assignments this year.

Secondments

Seventeen secondments were processed by the Staffing Branch during 1986. A secondment is a temporary transfer of an individual for a specific period of time (usually one year) into another job. Secondments may be between departments or with outside organizations. Similar to Temporary Assignment, a secondment is intended to provide a learning experience for the employee; however, if a seconded employee is immediately qualified to carry out the principal responsibilities of the position, the employee may receive a salary increase as if he/she had been promoted.

Affirmative Action for the Disabled

The Branch continues to promote the Affirmative Action Program for the Disabled. Approximately 160 applications were received from Employment and Immigration Canada, Council for the Disabled, Employment Outreach, and other agencies representing the disabled. Disabled applicants were interviewed and placed on an applicant inventory for possible referral to suitable job openings.

Under Program Guidelines, referrals are made to suitable open competitions for permanent vacancies, or special temporary placements can be made to allow the disabled person an opportunity to gain some related work experience. *Fourteen* such temporary placements were made during 1986.

Job Entry Training Project

The Staffing Branch coordinated a Job Entry Training project, funded by Employment and Immigration Canada, through which thirty disabled individuals received thirty weeks of combined on-the-job and classroom training within the civil service. This project was designed to promote employment of the disabled by providing participants with increased job skills. Special thanks is due to departmental personnel who were "training place hosts" and made this a beneficial experience for trainees.

STAFFING STATISTICS

Competitions:	
Open	98
Closed	80
Total	178
Applications received	5530
Applicants interviewed	2130
Applicants qualifying in selection interviews	56%
Applicants appointed to positions	374
Employees Transferred	14

RECRUITMENT

98 of the 178 competitions were open to the public, while 80 were in-service competitions, available only to classified civil servants.

Of the 5530 applications received, 3111 (or 56%) were in response to advertisements, while 2419 were unsolicited applications.

An average of 17 applications were received per competition, and an average of 13 persons were interviewed per competition.

To ensure availability of qualified candidates for high-turnover positions, Branch Staff addressed classes of Registered Nurses, Licensed Nursing Assistants, and Resident Care Workers regarding employment opportunities.

Special recruitment measures were taken to obtain applicants for "hard to fill" vacancies such as Pharmacist and Occupational Therapists. One Pharmacist and five Occupational Therapists were appointed.

Selection interviews were to be held at the Regional Services Centre or Government Office in the area in which the vacant position is located.

MALE AND FEMALE APPLICANTS BY OCCUPATIONAL CATEGORY

Occupational Category	Male	Female	Total
Administrative	179	209	388
Administrative Support	168	778	946
Operational	454	914	1368
Professional	67	85	152
Technical	171	86	257
TOTAL	1039	2072	3111

SELECTION

2,408 candidates were invited to participate in selection examinations and/or oral interview boards.

Candidates invited to participate in competitions requiring only oral interviews were placed in three categories: Passed, Failed, or Did Not Appear. In 1986, 56% passed, 24% failed, and 20% did not appear.

PLACEMENT

During 1986, the Staffing Branch made 287 probationary appointments to classified positions and 87 temporary appointments.

APPOINTMENTS

Occupational Category	Male	Female	Total
Administrative	18	30	48
Administrative Support	3	59	62
Operational	42	148	190
Professional	13	42	55
Technical	14	5	19
TOTAL	90	284	374

TRANSFERS

The Branch endeavours, whenever possible, to find suitable positions for employees seeking a permanent change in job or work environment. 71 requests for transfer were received from classified civil servants and *14* transfers were arranged during 1986.

STAFF DEVELOPMENT AND TRAINING BRANCH

The mandate of the Staff Development and Training Branch is to assist departments and employees to improve the efficiency and effectiveness by which Government services are provided.

The major objectives of the Branch are to:

- provide appropriate staff development and training programs.
- assist departments in planning and implementing organizational change.

To reach these objectives, the Branch provides:

- staff training programs
- career planning services
- a tuition reimbursement program
- public administration program at U.P.E.I.
- organizational development consulting services.

IN-SERVICE COURSES

Each year the Branch conducts an extensive training needs survey among employees and supervisors throughout the civil service. Based on the identified needs, a calendar of in-service courses for the year is developed. Fifty-eight such courses were offered in 1986, and over 700 employees attended one or more courses. (Appendix "K")

SPECIAL COURSES

In addition to the regularly scheduled courses, the Branch responded to approximately 80 requests to offer/fund courses designed to meet special training needs (Appendix "L"). This represented a 33% increase over the previous year.

COURSE LEADERS

While Branch staff act as the resource for the majority of training programs, employees of other departments continue to be an important source of course leaders. Sixteen departmental staff offered the following courses this year:

- Employees Helping the Public
- Computer Concepts
- Coping with Stress
- Effective Communication

- Effective Delegation
- Organizing Your Work
- Budget Process
- Financial Information System
- Gathering Information Through Interviews
- Operating Audio Visual Equipment
- Punctuation
- Role of Administrative Support Personnel
- Employee Benefits
- Assertiveness

The Branch provides training in instructional techniques and course design, as well as assistance with program development to these course leaders.

Of great assistance to the Branch, these efforts are also a positive learning experience for the course leaders. Certificates of appreciation were presented to all resource people during the Annual Recognition Night.

CONSULTING SERVICES

The Branch continued to dedicate a substantial amount of its resources to handling requests for consulting services. These interventions dealt with organizational development issues including: goal setting, role clarification, performance appraisal, conflict resolution, time management, planning and organizing, and supervisor and management development.

JOB ENTRY/RE-ENTRY PROGRAM

The Branch was involved in implementing the training program under the Job Entry and Re-Entry Program for the Disabled sponsored by Employment and Immigration Canada. The program totalled 1080 participant training-days over a nine-month period with the majority of the training conducted by Branch personnel.

FRENCH LANGUAGE TRAINING

Training was provided on a pilot project basis to a group of ten. The objective was to provide participants with an opportunity to acquire a functional knowledge of French. The program consisted of 680 hours of class time, and was considered to be a success. Financial assistance was gratefully received from the Secretary of State Department.

NEW COURSE DEVELOPMENT

This year the Branch offered seven new courses:

"Situational Leadership" - to assist managers and supervisors develop a more effective leadership style.

"Creative Problem Solving" - to assist employees develop skills to solve problems using the creative approach.

"Managing Change" - to help supervisors/managers understand and manage change, see it as an opportunity, and deal with it positively.

"Group Dynamics" - to assist supervisors/managers increase their knowledge of group theory and their confidence in working with groups.

"Interpersonal Communication" - to assist employees improve their skill in interacting with others.

"Effective Writing" - to assist employees improve their ability to write effective letters and memos.

"Structuring an Effective Team" - to increase understanding of group effectiveness, and to use the efforts and skills of a team to maximize outcomes.

PUBLIC ADMINISTRATION PROGRAM

This program, offered through the Extension Department of the University of Prince Edward Island, had 13 provincial government employees enrol in 1986. Total participation in this program now stands at 108.

Three employees received Diplomas and five received a Certificate in 1986, bringing the total number of graduates since 1974 to 84.

TUITION REIMBURSEMENT

Over 300 employees were reimbursed 75% of the tuition fee upon successful completion of courses taken on their own time. To be eligible for reimbursement, the courses must be job-related or part of the Public Administration Program.

COURSE LOCATIONS

The Branch continued its policy of offering courses at various locations in the province, where numbers warrant. Seventeen were conducted outside the Charlottetown area, and the response was extremely positive from all centres involved.

PERSONNEL ADMINISTRATION BRANCH

The mandate of the Personnel Administration Branch is to ensure that employees are treated fairly and equitably by a centralized review of activities covered by the Civil Service Act, Regulations, and Collective Agreement.

FUNCTIONS

The major functions of the Branch are:

* to monitor personnel activities of Departments and Agencies to ensure compliance with policy,
* to develop personnel policies, and
* to provide assistance and advice on personnel matters.

These functions are carried out by:

- monitoring the personnel and payroll systems,
- operating the human resource information system,
- updating the personnel administration manual,
- providing advice to supervisors and managers regarding personnel administration,
- interpreting the Civil Service Act/Regulations and Collective Agreement, and
- counselling employees on problems that affect work performance.

WORKERS' COMPENSATION

The Branch is responsible for coordinating the Workers' Compensation Program for the Government as an employer. During this year, *178* claims for injury on duty were approved under the Workers' Compensation Act. (See Appendix "H" for details.)

The Government reimburses the Workers' Compensation Board for payments made on behalf of its employees, as well as an administration fee. These costs amounted to $1,081,000 in 1986, an increase of 47 percent over 1985.

In addition, the employer reimburses the injured employee with the difference between the employee's regular salary and the amount payable under Workers' Compensation.

ALCOHOLISM REHABILITATION

The Commission is responsible for the administration of the Alcoholism Rehabilitation Program which provides employees with an opportunity for treatment in relation to problem drinking, alcoholism or drug addiction. *Twenty-one* employees were involved in the Program during 1986.

DISCIPLINE

While discipline is the responsibility of the individual Deputy Head, the Commission monitors such action to ensure that it is administered consistently within the civil service. Disciplinary action in the form of written reprimands and suspensions occurred in eight cases.

Three employees were dismissed and four others were rejected during their probationary period.

ESTABLISHMENT

The Branch maintains control over the established (created by Treasury Board) positions in the civil service. The Civil Service Establishment shown in Appendix "A" provides information on the number and types of employees by department and agency.

PROFILES OF THE CLASSIFIED SERVICE

A series of Appendices (B-G) provide an analysis of the classified service by various categories such as age, length of service, etc.

EMPLOYEE INFORMATION SYSTEM

The Branch completed the development of a substantially expanded computerized Human Resource Information System, incorporating payroll data with details on employees' education, training, and work experience. Through a phased implementation, departments and agencies are being asked to verify data on their employees. An Employee Profile (basically a mini resume) will be developed on each employee, and departmental management will have access to the profiles of their staff.

With increasing emphasis being placed on computerized applications throughout government, the Branch hopes to be able to meet departmental requirements for accurate, current employee information. This will be of use in budget preparation and monitoring, and for a variety of personnel management initiatives.

CIVIL SERVICE ESTABLISHMENT

DEPT./AGENCY	EXEC. DIVISION	CLASSIFIED DIVISION						CASUAL DIVISION EMPLOYEES							TOTAL
		EMPLOYEES			VACANT POSITIONS			TEMPORARY		RELIEF		CONTRACT	STUDENT	TOTAL	
	EMPLOYEES	F.T.	P.T.	TOTAL	F.T.	P.T.	TOTAL	F.T.	P.T.	F.T.	P.T.			CASUAL DIVISION	EMPLOYEES
Agriculture	1	126	20	146	8	1	9	25	0	8	0	2	0	35	182
Community & Cultural Affairs	1	76	11	87	2	1	3	8	1	5	0	1	0	15	103
Education	1	69	25	94	3	4	7	6	10	2	10	7	0	35	130
Energy & Forestry	1	47	0	47	5	1	6	30	0	0	0	0	0	30	78
Finance	2	133	0	133	6	1	7	14	0	1	0	0	0	15	150
Fisheries	2	14	0	14	2	0	2	7	0	0	0	0	0	7	23
Labour	2	13	0	13	2	0	2	1	0	0	0	1	0	2	17
Health & Social Services	2	986	346	1332	67	42	109	31	20	136	35	8	0	230	1564
Industry	1	53	2	55	1	0	1	3	0	0	0	0	0	3	59
Justice & Attorney General	1	143	5	148	13	1	14	6	1	37	0	5	0	49	198
Tourism & Parks	1	47	1	48	3	0	3	13	0	2	0	1	0	16	65
Trans. & Public Works	2	460	41	501	26	3	29	341	0	16	0	1	0	358	861
Addiction Services (Central)	0	5	0	5	0	0	0	0	0	0	0	1	0	1	6
Auditor General's Office	1	16	1	17	2	0	2	0	0	0	1	0	0	1	19
Civil Service Comm.	1	15	4	19	0	0	0	0	0	0	0	0	0	0	20
Energy Corporation (Central)	0	1	0	1	0	0	0	0	0	0	0	2	0	2	3
Executive Council	11	8	0	8	0	1	1	1	0	0	0	0	0	1	20
Hospital & Health Services Comm.	1	55	0	55	3	0	3	3	0	0	0	0	0	3	59
Housing Corporation	0	45	0	45	1	0	1	1	0	1	0	0	0	2	47
Land Development Corp.	1	4	3	7	0	0	0	0	0	0	0	0	0	0	8
Land Use Commission	1	1	0	1	0	0	0	0	0	0	0	0	0	0	2
Legislative Assembly	6	0	0	0	0	0	0	2	0	0	0	0	0	2	8
Lending Authority	1	16	0	16	0	0	0	0	0	0	0	0	0	0	17
Liquor Control Comm.	2	108	0	108	3	0	3	14	0	10	0	0	0	24	134
Museum & Heritage	0	9	5	14	2	1	3	1	1	0	0	0	0	2	16
Public Utilities Comm.	1	8	0	8	1	0	1	0	0	0	0	0	0	0	9
Treasury Board	1	9	3	12	0	0	0	0	0	0	0	0	0	0	13
Workers' Compensation Bd.	1	14	0	14	1	0	1	0	0	0	0	0	0	0	15
TOTAL	45	2481	467	2948	151	56	209	507	33	218	46	29	0	833	3826
TOTAL THIS DATE LAST YEAR	38	2478	485	2963	188	53	241	473	26	179	43	28	6	754	3755

APPENDIX "B"

AGE PROFILE OF CLASSIFIED CIVIL SERVICE

AGE	MALE	FEMALE	TOTAL	%
Under 25	19	72	91	3.1%
25 - 34	294	544	838	28.4%
35 - 44	434	550	984	33.4%
45 - 54	311	327	638	21.7%
55 - 64	217	176	393	13.3%
Over 65	2	2	4	0.1%
TOTAL	1277	1671	2948	100.0%

MEDIAN AGE

Male Employees	Female Employees	All Employees
42	39	40

APPENDIX "C"

SALARY PROFILE OF CLASSIFIED CIVIL SERVICE

SALARY*	Male	Percentage	Female	Percentage	Total **	%
Under $15,000	28	7%	353	93%	381 ***	13%
$15,000 - 19,999	269	29%	671	71%	940	32%
$20,000 - 24,999	318	53%	282	47%	600	20%
$25,000 - 29,999	215	49%	224	51%	439	15%
$30,000 - 34,999	166	68%	78	32%	244	8%
$35,000 - 39,999	105	74%	37	26%	142	5%
$40,000 - 44,999	94	83%	19	17%	113	4%
$45,000 and over	82	92%	7	8%	89	3%
TOTAL	1277		1671		2948	100%

* The salary figure is the employee's regular salary for time worked in the year.

** The number of employees shown includes both full-time and part-time employees.

*** All are part-time employees.

APPENDIX "D"

LENGTH OF SERVICE PROFILE

YEARS OF SERVICE	Employees Male	Female	Total	% of Total
Up to 5	211	499	660	22.4%
5 - 10	327	498	825	28.0%
10 - 15	309	415	724	24.6%
15 - 20	246	205	451	15.3%
20 - 25	109	70	179	6.0%
25 - 30	48	19	67	2.3%
30 - 35	18	9	27	0.9%
35 plus	9	6	15	0.5%
TOTAL	1277	1671	2948	100.0%

MEDIAN LENGTH OF SERVICE

Male Employees	Female Employees	Overall
11 years	8 years	9 years

APPENDIX "E"

EMPLOYMENT BY JOB CATEGORY AND SEX
CLASSIFIED CIVIL SERVICE

CATEGORY	EMPLOYEES				VACANT POSITIONS	TOTAL POSITIONS
	Number		Percentage			
	MALE	FEMALE	MALE	FEMALE		
Administrative	365	196	65%	35%	44	605
Administrative Support	51	433	11%	89%	36	520
Operational	551	727	43%	57%	88	1366
Professional	150	279	35%	65%	26	455
Technical	160	36	82%	18%	13	209
TOTAL	1277	1671	43%	57%	207	3155

APPENDIX "F"

SEPARATIONS BY JOB CATEGORY AND SEX
CLASSIFIED CIVIL SERVICE

CATEGORY	Retirements		Resignations		Lay-Offs		Dismissals		Deaths	
	M	F	M	F	M	F	M	F	M	F
Administrative	8	1	6	8	1	1	0	0	1	0
Administrative Support	0	1	1	14	0	1	0	1	0	0
Operational	7	3	11	45	11	9	2	4	0	2
Professional	0	3	7	14	0	1	0	0	0	0
Technical	0	0	2	4	1	0	0	0	0	0
TOTAL	15	8	27	85	13	12	2	5	1	2

APPENDIX "G"

MALE/FEMALE PROFILE BY DEPARTMENT/AGENCY

CLASSIFIED CIVIL SERVICE

DEPARTMENT/AGENCY	MALE	%	FEMALE	%	TOTAL
Agriculture	92	63%	54	37%	146
Community & Cultural Affairs	76	75%	25	25%	101
Education	25	27%	69	73%	94
Energy & Forestry	37	79%	10	21%	47
Finance	79	59%	54	41%	133
Fisheries	8	57%	6	43%	14
Labour	6	46%	7	54%	13
Health & Social Services	219	16%	1,113	84%	1,332
Industry	27	49%	28	51%	55
Justice & Attorney General	86	58%	62	42%	148
Tourism & Parks	27	56%	21	44%	48
Transportation & Public Works	411	82%	90	18%	501
Addiction Services (Central)	3	60%	2	40%	5
Auditor General's Office	10	59%	7	41%	17
Civil Service Commission	5	26%	14	74%	19
Energy Corporation (Central)	0	0%	1	100%	1
Executive Council	1	13%	7	87%	8
Hospital & Health Services Commissions	12	22%	43	78%	55
Housing Corporation	32	71%	13	29%	45
Land Development Corporation	6	86%	1	14%	7
Land Use Commission	0	0%	1	100%	1
Lending Authority	10	62%	6	38%	16
Liquor Control Commission	85	79%	23	21%	108
Public Utilities Commission	4	50%	4	50%	8
Treasury Board	7	58%	5	42%	12
Workers' Compensation Board	9	64%	5	36%	14
TOTAL	1,277	43%	1,671	57%	2,948

WORKERS' COMPENSATION EXPERIENCE
January 1, 1986 to December 31, 1986

INJURY-ON-DUTY CLAIMS

DEPARTMENT	Claims	Days Claimed
Community & Cultural Affairs	1	134
Education	3	46.50
Energy & Forestry	1	2
Health & Social Services	91	2,238.75
Justice	6	38
Liquor Control Commission	2	28
Transportation & Public Works	74	1,482.25
TOTAL	178	3,969.50

COSTS

Administration	$ 121,161.48
Compensation	212,372.92
Injury on Duty	356,956.03
Lump Sum Payments	17,077.22
Medical Aid	216,662.31
Pension	156,724.03
TOTAL	$1,080,953.99

LENGTH OF CLAIMS

Number of Days Claimed	Number of Claims
1	29
2	18
3	16
4	10
5	8
6-9	31
10-19	28
20-49	14
50-99	11
100+	13
TOTAL	178

COST OF CLAIMS

Cost	Number of Claims
$ 0 - $ 99	27
$ 100 - $ 199	27
$ 200 - $ 299	19
$ 300 - $ 399	8
$ 400 - $ 499	14
$ 500 - $ 999	35
$1,000 - $1,999	18
$2,000 - $2,999	3
$3,000 - $3,999	5
$4,000+	22
TOTAL	178

APPENDIX "I"

CLASSIFICATION APPEAL BOARD

Chairman	Mr. Edward W. Lawlor
Alternate Chairman	Ms. Catherine E. Carmody
Members	Ms. Verna Bruce Mr. W. Bruce White
Alternate Members	Ms. Wendy Hughes Mr. J. P. Arsenault

APPENDIX "J"

STAFF DEVELOPMENT & TRAINING

TRAINING SUMMARY 1986

PARTICIPATION BY DEPARTMENTS/AGENCIES

DEPARTMENT/AGENCY	NUMBER OF EMPLOYEES	
	In-Service Training	Tuition Reimbursement
Agriculture	33	9
Auditor General's Office	4	0
Civil Service Commission	12	10
Community & Cultural Affairs	23	8
Education	47	11
Energy & Forestry	19	2
*Finance & Tourism	49	28
*Fisheries & Labour	8	7
Health & Social Services	289	170
Hospital & Health Services Commissions	4	3
Industry	28	13
Justice	78	25
Lending Authority	3	1
Liquor Control Commission	6	4
P.E.I. Development Agency	4	0
P.E.I. Museum & Heritage Foundation	11	2
Transportation & Public Works	49	11
General Hospitals	5	0
Executive Council Office	4	2
Other	38	0
TOTAL	714	319

* Although these Departments are no longer combined, it was not possible to separate the figures for this report.

APPENDIX "K"

STAFF DEVELOPMENT & TRAINING

IN-SERVICE TRAINING PROGRAMS - 1986

COURSE TITLE	No. of Courses	No. of Participants		Training Days	Participant Training Days
		Male	Female		
Operating Audio Visual Equipment	1	1	6	1	7
Preparing For Retirement	2	9	20	4	116
Developing/Presenting In-Service Workshops	1	7	8	2	30
Orientation to Government	6	20	57	1	77
Assertiveness Skills for the Workplace	1	6	5	1	11
Effective Meetings	1	5	5	2	20
Budget Process	1	22	11	1	33
Computer Concepts	2	11	9	1	20
Performance Appraisal Interviewing Skills	1	2	9	3	33
English Grammar Review	1	0	9	3	27
The New Supervisor	3	10	26	2	72
Career Planning	2	7	8	2	30
Coping With Stress	2	9	14	2	46
Employees Helping the Public	1	1	7	1	8
How To Train Your Staff	2	5	12	2	34
Conflict Resolution	2	10	12	2	44
Punctuation	1	6	3	2	18
Preparing For The Job Interview	1	1	12	1	13
Human Relations	2	5	19	3	72
The Supervisor & The Addicted Employee	1	6	0	1	6
Organizing Your Work	1	4	8	1	12
Effective Communication	2	1	24	1	25
The Management Process	1	6	6	3	36
Role of Admin. Support	2	0	23	1	23
Preparing for the Job Interview	1	2	8	1	10
Making Effective Presentations	2	12	14	1	26
Effective Delegation	1	7	6	2	26
Speed Reading for Executives	2	27	6	2	66
Speed Reading	1	11	8	2	38
Reviewing Problem Employee's Performance	3	26	24	0.5	25
Orientation for New Managers	1	5	5	1	10
Successful Middle Management	1	16	3	3	57
Problem Solving	2	10	10	2	40
Report Writing	1	4	6	3	30
Counselling	1	1	10	2	22
Effective Memory Techniques	1	12	3	1	15
Gathering Information Through Interviews	1	4	9	2	26
Situational Leadership	1	4	7	2	22
TOTAL	58	294	420		1213

APPENDIX "I"

SPECIAL COURSES CONDUCTED OR FUNDED BY STAFF DEVELOPMENT & TRAINING BRANCH

	No. of Courses	No. of Participants	Training Days	Participant Training Days
Know Your Collective Agreement (Ch'town)	3	100	.5	50
(For Supervisors) (S'side)	1	24	.5	12
(O'Leary)	1	15	.5	7.5
(Souris)	1	14	.5	7
Orientation (Community & Correctional Services)	1	10	.5	5
Time Management (Agriculture - Montague)	1	5	.5	2.5
Introduction to P.A. (Anderson)	1	7	.5	3.5
Reviewing the Probationary Employee's Performance (TP&W)	1	37	.5	18.5
Supervisor & the Addicted Employee	1	11	1	11
Time Management (H&SS - S'side)	1	8	1	8
Absenteeism Workshop (Prince County Hospital)	1	40	1	40
Supervisory Training Workshop	1	6	1	6
Countdown: A Stop Smoking Plan	1	9	1	9
Computer Concepts (Auditor General)	1	15	1	15
Computer Concepts (H&SS)	1	13	1	13
Computer Concepts (C&CA)	1	8	1	8
Preparing For The Job Interview (Holland College)	2	21	1	21
Interviewing Techniques (T&PW)	1	8	2	16
Performance Appraisal: Interviewing Skills (H&SS - S'side)	1	14	2	28
Communicating with the Public (Tourism)	1	47	.5	23.5
Grievance Handling Workshop	1	25	1	25
Part-Time Pension Fund Information Sessions (Ch'town)	3	82	.5	41
(S'side)	1	15	.5	7.5
United Way Canvassor Training Sessions (Ch'town)	3	72	.5	36
(S'side)	2	35	.5	17.5
New Supervisor Training (Young Offenders - S'side)	1	10	1	10
The Adult Learner	1	8	.25	2
Management Training (H&SS)	1	11	1	11
Creative Problem Solving	1	19	1	19
Motivation & Leadership	1	14	1	14
Elements of Systems Analysis & Design	1	21	5	105
Community Care Facilities Workshop	1	36	1	36
Visiting Homemaker Conference	1	44	1	44
Chemical Dependency Workshop (Kings County Addiction Services)	1	35	1	35

Computerized Report Processing System	4	16	4	64
Report Writing Computer Program	1	4	3	12
Symposium '86	1	15	5	75
Correctional Officer's Workshop	1	1	2	2
P.A. Workshop (Library)	1	1	1	1
Autism Workshop	1	11	2	22
Children's Literature Workshop (Library)	1	6	1	6
Helping Children Deal With Separation (H&SS)	1	17	2	34
Symposium on The Needs of The Elderly	1	11	1	11
Stress Management	1	5	2	10
Creativity	1	3	5	15
Entry/Re-Entry Job Program (CEIC)	21	30	36	1080
Developing Human Potential (Phoenix Seminar)	1	8	1	8
Five-Day Plan to Stop Smoking	1	44	1.5	66
French Language Training	1	7	24	168
TOTAL	80	1007		2283

CIVIL SERVICE RETIREES
The Following Employees Retired on Pension During 1986

Acorn, R. Raymond	- Transportation & Public Works
Bagnall, Louis	- Transportation & Public Works
Barnett, Kathleen	- Health & Social Services
Callaghan, Chester E.	- Health & Social Services
Campbell, Clifford	- Transportation & Public Works
Coady, Eugene	- Finance
Coulson, Lena	- Health & Social Services
Dennis, Doug	- Finance
Dolliver, S. Alton	- Labour
Fitzpatrick, Milton	- Justice
Heron, Ruth	- Health & Social Services
Kaptein, Tim	- Auditor General
Lund, Walter	- Transportation & Public Works
Luttrel, Eileen	- Health & Social Services
Lynch, Leo	- Justice
MacDonald, W. Blair	- Community & Cultural Affairs
MacKinnon, Frank	- Transportation & Public Works
MacPherson, Helena	- Justice
Monaghan, Doris	- Health & Social Services
Monaghan, Eileen	- Health & Social Services
Rowe, Kathleen	- Hospital & Health Services Comm.
Trainor, Alice	- Health & Social Services
Tremere, Preston	- Transportation & Public Works
Wannamaker, Audrey	- Health & Social Services
White, Walter	- Justice

DECEASED

The Commission recognizes the service and contribution of the following employees who died in 1986. We join their fellow employees in extending our sympathy to their families:

Balanyk, Orest - Agriculture
Green, Donna - Health & Social Services
MacLeod, Gordon - Liquor Control Commission